

# King County Consortium Consolidated Housing and Community Development Plan 2005-2009

## Part III

### III. Strategic Plan

This Consolidated Plan is a Strategic Plan: that is, it lays out not only the Consortium's goals and objectives for the next five years, but also specific strategies designed to help make progress toward those goals and objectives.

The goals are ambitious, and reflect the purposes of the various federal housing and community development funds covered by this Consolidated Plan:

- Ensure decent, affordable housing
- End homelessness
- Establish and maintain a suitable living environment and economic opportunities for low- and moderate-income people

How will we know if we are making progress toward these goals? What would be the impact on the low- to moderate-income residents of the Consortium? To learn the answers to these questions, the Plan establishes desired outcomes, with measurable outcome indicators, to show what might be different in the Consortium if the outcome were actually to be achieved.

The desired outcomes are impacted by many factors, especially the larger economy, and the health of other federal programs, such as the Section 8 program, and are far beyond the capability of the Consortium's programs to accomplish single-handedly. But while our goals and outcomes may exceed our reach, it is only by making the reach that we can hope to influence them. The chosen outcome indicators will be measured over time and will be used in the future to evaluate our strategies<sup>1</sup>.

Finally, most of the strategies also have annual performance measures associated with them<sup>2</sup>. These performance measures are primarily short-term outputs. The Consortium has more control over outputs and while they tell us valuable information about what our programs have produced, they do not necessarily tell us what a difference our work has made to the community.

<sup>1</sup> While the broad goals and objectives generally have desired long-term outcomes associated with them, in some cases the outcomes are associated with individual strategies.

<sup>2</sup> Some of the strategies do not have short-term annual output or annual outcome goals, and will be reported on in a narrative fashion in the CAPER.

## Goal One: Ensure Decent, Affordable Housing

There are three objectives under the goal of ensuring decent, affordable housing. They relate to 1) rental housing, 2) home ownership, and 3) fair housing choice.

**Goal One Long-term Outcome:** There will be an adequate supply of affordable housing in the Consortium for low- and moderate-income households, so that fewer households are paying more than they can afford.

**Goal One Indicator:** The 2010 Census will show that, as compared to the 2000 Census, the percentage of households at or below 50% of Area Median Income<sup>3</sup> who are severely cost-burdened<sup>4</sup> will have been reduced.

**Affordable Housing Objective #1: Rental Housing. Preserve and expand the supply of affordable rental housing available to very low- and moderate-income households, including households with special needs.**

### Strategy 1A:

Make capital funds available for the new construction of good quality, permanent affordable rental housing for low- and moderate-income households; for the acquisition of existing rental housing and the rehabilitation of that housing into good quality, permanent affordable rental housing for low- and moderate-income households; for the acquisition of land on which to build affordable and/or mixed-income rental housing; and for the long term preservation (through acquisition and rehabilitation) of existing affordable rental housing units.

Fund Sources: Federal CDBG and HOME dollars; local Housing Opportunity Fund (HOF) dollars from King County; Regional Affordable Housing Program (RAHP) dollars; occasionally local cities' dollars; and occasionally special needs housing dollars for specific populations, such as persons with developmental disabilities and mental illness.

Fund Limits and other details: Refer to the King County Consortium Procedures and Guidelines adopted by the Consortium's Joint Recommendations Committee.

### Strategy 1A Annual Output Measures:

1. An average of **300 units** of rental housing will be constructed, or acquired and rehabilitated<sup>5</sup>. At least **50** of the 300 units of rental housing shall be targeted to persons/households with special needs.<sup>6</sup>

<sup>3</sup> 50% of Area Median Income for a household of three is \$35,050 in 2004.

<sup>4</sup> Severely cost-burdened means paying more than 50% of one's household income for housing.

<sup>5</sup> This number is an estimate, as the type of projects funded and other factors may affect the annual outputs.

<sup>6</sup> Special needs includes the elderly, frail elderly, persons with disabilities and homeless households. Persons with disabilities includes, but is not limited to, persons with mental illness, persons with alcohol dependency or in recovery from alcohol/chemical dependency, persons with developmental disabilities, and persons with HIV/AIDS.

2. An average of **500 new renter households**<sup>7</sup> will be served by rental units completed during the year<sup>8</sup> (see table below for breakdown of the goals for households types and income levels that will be served annually).

**Strategy 1A HUD Community Planning and Development (CPD) Performance Measures:**

- **Objective: Decent Housing**
- **Outcome: Affordability**

HUD requires us to set goals for how many households we will serve annually with the housing that is produced through our capital funding program, by level of income and the categories of household types listed in the table below. We have used the needs assessment, as well as our experience over the last five-year plan period, to create the following average annual goals.

**Goals for the average number of renter households to be served annually in completed housing units, by household type and income:**

	<b>At or Below 30% of Area Median Income (AMI)</b>	<b>31% to 50% of AMI</b>	<b>51% to 60% of AMI</b>	<b>61% to 80% of AMI</b>
<b>Small Related Households (2-4 persons)</b>	50 High Need	65 High Need	12 Medium Need	6 Low Need
<b>Large Related Households (5+ persons)</b>	15 High Need	40 High Need	6 Medium Need	3 Low Need
<b>Elderly Households</b>	25 High Need	40 High Need	6 Medium Need	3 Low Need
<b>Households with Special Needs<sup>9</sup></b>	30 High Need	20 High Need	6 Medium Need	3 Low Need
<b>All Other Households</b>	55 High Need	85 High Need	20 Medium Need	10 Low Need

<sup>7</sup> See footnote 15 above.

<sup>8</sup> A portion of our units turn over and may be occupied by more than one household in a given year.

<sup>9</sup> There is a high need for affordable housing in the Consortium for the following special needs populations: households with a developmental disability, households with mental illness, households with chemical dependency and homeless households. There is a medium need for affordable housing in the Consortium for persons with HIV/AIDS, as the majority of households with HIV/AIDS prefer to reside in the City of Seattle.

<b>Total Renter Households Served Annual Goal = 500</b>	175	250	50	25

**Priorities for the allocation of limited capital funds for the development of affordable rental housing under Strategy 1A:**

Priorities were developed out of the key findings and conclusions section of this plan; needs were analyzed from census data, HUD tabulated data, the housing market study, and the stakeholder and public input processes.

Priorities, as established in this section, are not the sole criterion on which affordable rental housing project applications are evaluated. Projects are also evaluated for quality, feasibility and sustainability. If projects are generally equal in terms of quality, feasibility and sustainability and there is competition for funds, preference will be given to projects that serve priority needs, either in whole, or in part.

In making housing project funding decisions the Consortium will consider the fact that larger capital awards may be necessary to produce housing units serving the needs of the lowest-income households, as well as the fact that there may be higher costs to acquire property in areas of the County that are less affordable to very low- to moderate-income households. These factors may reduce the number of units funded and/or created annually.

**1. Priorities for Households Served:**

- Households at or below 50% of area median income (AMI)
- Households with Special Needs<sup>10</sup>
- Homeless housing - the Consortium will follow the recommendations of the Committee to End Homelessness (CEH), forthcoming in the CEH "Ten Year Plan to End Homelessness", incorporated herein by reference. The Ten Year Plan is expected to prioritize permanent supportive housing ("housing first") and housing that allows households to "transition in place"<sup>11</sup> over new transitional housing and new shelters.

**2. Acquisition and Rehabilitation of market-rate rental property to improve the quality of existing rental housing stock and preserve it as affordable for very low- to moderate-income households:**

<sup>10</sup> See footnote 16 above.

<sup>11</sup> Transition-in-place" means that a household can stay in their current housing unit when they "graduate" from the need for transitional services; the service provider then shifts the transitional services to another unit in the same housing complex for a newly housed, formerly homeless household.

- Units serving households at or below 30% AMI are the highest priority
- Units serving households from 31% to 50% AMI

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3. New Construction of rental housing that is affordable to very low- to moderate-income households:

- Units serving households at or below 30% AMI are the highest priority
- Permanent supportive housing is a high priority
- Units serving households from 31% to 50% AMI

4. Mixed-income and/or mixed-use housing projects that complement local planning efforts and contain some portion of units for very low-income households:

- Mixed Income projects provide a means to generate cash flow from some units to support much-needed very low-income units, which are a priority under this plan; mixed income projects should be socially and economically integrated.
- KCHA HOPE VI Project – the redevelopment of Park Lake Homes public housing into a mixed income community that integrates the public housing throughout the community and diversifies the housing stock in this area of concentrated poverty.

5. Preservation of existing housing that is affordable to households at or below 50% of area median income, that is at risk of conversion to market rate housing.

6. Strategic planning to acquire desirable land for affordable housing:

- Capital funds may support the acquisition of land for priority affordable rental housing in areas that are targeted for future transportation and/or in areas slated for higher density development. In any given funding round, this priority must be weighed in the context of the number of strong, feasible applications for projects that are ready to go forward in the near future to meet affordable housing needs.

7. Urban Area Priorities:

- Projects in the South Urban Area will generally be a higher priority if they are acquisition and rehabilitation projects.
- The Consortium prefers that new construction projects be done in the East and North Urban Areas
- All priorities are needed in the East and North Urban Areas.

### **Determining whether housing projects proposed for other funding sources are consistent with the Consortium's Consolidated Plan**

1. Consortium structure for signing Certification documents:

- In order to streamline the process of obtaining a certification of consistency for housing projects in the Consortium, King County Housing and Community Development (HCD) staff can provide “Certifications of Consistency” for housing projects that will be located in any jurisdiction that is a member of the CDBG Consortium.
- King County staff may provide Certifications for HOME-only jurisdictions that have their own Consolidated Plan and do not participate in the CDBG Consortium, but this is at the discretion of the jurisdiction. Projects located in Auburn, Bellevue and Kent should be aware that they may need to get Certification from the staff of these three cities directly rather than from King County HCD staff.
- King County HCD staff can provide an “Approval of Relocation Plan”, provided certain conditions are met, for projects located in all of the CDBG and HOME-only jurisdictions. HOME-only cities staff and project applicants must coordinate with King County HCD staff where there is the potential for tenant relocation and a relocation plan approval is required.

## 2. Certification Criteria:

The Consortium will use our priorities as a general guide for certifying projects as consistent with our Consolidated Plan. The Consortium will look for a tangible public benefit from affordable housing projects seeking Certification:

- The project will lower rents, in whole or in part, as compared to market rate rents for the area where it will be located;
- The project has a relocation plan that is consistent with the Consortium’s relocation policies and a budget that will cover the relocation needs of the tenants that may be displaced by the project.
- In addition, projects applying for HUD programs, WA State Housing Trust Funds or the WA State Housing Finance Commission’s Tax Credit Program must provide a portion of units (at least one) that are affordable to households at or below 30% of Area Median Income and that will be screened for a household at that income level.

## **Strategy 1B:**

Make capital funds available to rehabilitate existing rental units for low- to moderate-income households. This strategy is different from acquisition and rehabilitation in Strategy 1. A: this Strategy 1.B addresses rehabilitation only; there is no acquisition involved. It either addresses the rehabilitation needs of existing affordable non-profit housing, or existing for-profit housing where the owner is willing to restrict the affordability of the rents for a specified period of time. It includes making modifications to the rental unit(s) of low- to moderate-income tenants with a disability in order that the units will be accessible.

Fund Source(s): Federal HOME and CDBG dollars, and occasionally dollars that are targeted for special needs populations.

Fund Limits and other details: Refer to the King County Consortium Procedures and Guidelines adopted by the Consortium's Joint Recommendations Committee.

**Strategy 1B Annual Output Measure:** From **5 – 100** units will be rehabilitated and/or modified.

**Strategy 1B Short-term Outcome:** The tenant(s) have an improved quality of life due to the improvements/rehabilitation and/or modification(s).

**Strategy 1B Outcome Indicator:** Tenant-based survey.

#### **Strategy 1B HUD Community Planning and Development (CPD) Performance Measures:**

- **Objective: Decent Housing**
- **Outcome: Affordability/Accessibility (Designation depends on goal of a particular project)**

#### **Strategy 1C:**

King County staff will work in partnership and/or coordination with Consortium Cities' staff and community stakeholder organizations on the following and other housing-related activities. These activities do not have annual output or outcome goals, and will be reported on, as progress occurs, in narrative fashion.

- The Consortium will support the creation of affordable rental housing in the private market through zoning and incentive programs in all Consortium jurisdictions, such as impact fee waivers, density bonuses, inclusionary zoning and allocation of surplus County or City property for affordable housing; County staff will provide technical assistance, as needed, to help Consortium cities meet Countywide Planning Policy goals for affordable housing.

~~King County will provide housing development technical assistance to non-profit organizations, with priority for assistance given to organizations that are relatively new to housing development or organizations that wish to expand their services into King County outside the City of Seattle and will serve the highest priority populations.~~

- King County will assist non-profit affordable housing development organizations in assessing their need for development technical assistance, and will consider



funding for such assistance through the funding cycle for affordable housing capital, depending on the documented need of the organization.

- King County will provide a credit enhancement program that promotes the development of housing for low- to moderate-income households, and explore other innovative methods of assisting with the financing of affordable housing.
- King County will collaborate with the King County Housing Authority to support the planning process and development of the Greenbridge Hope VI mixed-income housing and community development project at the Park Lake Homes site in White Center. This work may be done in conjunction with a neighborhood revitalization strategy to be developed with the White Center community (see Goal #3, Objective #4).
- King County will support legislation and other initiatives designed to increase funding and other support for affordable housing; and will coordinate with statewide and community-based housing agencies to provide housing education for the public and policy makers in order to build support to increase the housing funding base and to enhance acceptance of affordable housing.
- King County will work with local housing authorities to provide mutual support and coordination on affordable housing planning issues; on applications for various programs, such as rental assistance and vouchers targeted to persons with disabilities; on planning issues such as the allocation of project-based vouchers that complement the Consortium's priorities; on efforts to educate and inform landlords about the benefits of participating in the Section 8 program; and on the development of other programs that may benefit our region.
- King County will work with housing funders, mainstream service systems (such as the developmental disabilities system, the drug/alcohol system, and the mental health system), and housing referral, information and advocacy organizations to plan for community-based housing options for persons with special needs; to develop supportive housing plans and partnerships for populations that need enhanced housing support in order to be successful in permanent housing; to advocate for funding for the operations and maintenance of housing for very low-income households and households with special needs, and for the services needed for supportive housing.
- King County will partner with the King County Developmental Disabilities Division (KCDDD) to provide housing program(s) that expand community-based housing options for persons with DD and will explore similar opportunities with systems that serve other special needs populations.
- King County will coordinate, to the extent feasible, with housing funders, and housing information and advocacy organizations to streamline funding applications, contracting and monitoring processes.

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- King County may work on the development of a program to fund affordable housing projects that are:
  - ✓ environmentally sound (“green” housing); and
  - ✓ sustainable; and
  - ✓ projected to save on long-term costs for the owner and the residents; and
  - ✓ designed to accommodate all persons, regardless of their level of mobility; and
  - ✓ allow residents to age in their home.

This program may adopt LEED environmental standards or a similar system of environmental standards, as well as “universal design”<sup>12</sup> standards for affordable housing project applicants that volunteer to participate. The Consortium will coordinate efforts to implement this program such that participating projects do not encounter barriers from local codes that may conflict with the adopted standards, or delays in contracting.

- King County may work with housing and community stakeholders to find and implement ways to reduce the move-in cost burden barrier to securing permanent housing for low- to moderate-income households, such as a security deposit bond program.
- King County may encourage and support housing developers’ in applying for HUD Section 202 and 811 programs to provide housing for seniors and persons with disabilities.
- King County may explore land banking for the construction of affordable rental housing, especially in areas targeted for future transit and/or slated for higher density development.

#### **Strategy 1C HUD Community Planning and Development (CPD) Performance Measures:**

- **Objective: Decent Housing**
- **Outcome: Availability/Affordability/Accessibility (Designation depends on goal of particular project).**

<sup>12</sup> For more information about Universal Design see Affordable Housing Objective #3, Strategy 3.B.

**Affordable Housing Objective #2: Home Ownership. Preserve the housing of low- to moderate-income home owners, and provide home ownership assistance programs for low- and moderate-income households that are prepared to become first-time home owners.**

**Strategy 2A:**

Make capital funds available to repair and/or improve, including accessibility improvements, the existing stock of homes owned by low- to moderate-income households (also includes individual condominiums, town homes, and mobile/manufactured homes that are part of the permanent housing stock). Programs funded under this strategy include, but are not limited to, major home repair and emergency home repair.

Fund Sources: Federal CDBG and HOME dollars, potentially other funds.

Fund Limits and other details: Refer to the King County Consortium Procedures and Guidelines adopted by the Consortium's Joint Recommendations Committee.

**Strategy 2A Annual Output Measures:**

1. An average of **300** owner-occupied homes will be improved/repared.
2. An average of **300 low- to moderate income home** owners will have their existing home repaired and/or improved. (See table below for breakdown of household income levels).

**Strategy 2A Short-term Outcome:** The owners will have an improved quality of life, with little or no cost. Through improvements to their housing, some home owners will be able to continue to live independently in their own home.

**Strategy 2A Outcome Indicator:** Survey of participating home owners.

**Average number of owner households to be served annually by income level under Strategy 2A:**

	<b>At or below 30% of Area Median Income</b>	<b>31% to 50% of AMI</b>	<b>51% to 80% of AMI</b>	<b>Total Owner Households Served Annual Goal</b>
<b>Owner Households</b>	105	120	75	300

## **Strategy 2A HUD Community Planning and Development (CPD) Performance Measures:**

- **Objective: Decent Housing**
- **Outcome: Affordability/Accessibility**

## **Strategy 2B:**

Make funds available for first-time home buyer opportunities, including education, housing counseling and down payment assistance for low- to moderate-income households who are prepared to purchase their first home; especially households who are under-served in the ownership housing market, including households with special needs. Note: in most cases this will involve increasing access to the existing stock of ownership housing, but in some cases this may involve creating new ownership housing.

Fund Sources: HOME, HOME American Dream Downpayment Initiative (ADDI), occasionally CDBG and funds targeted for special needs populations.

Fund Limits and other details: Refer to the King County Consortium Procedures and Guidelines adopted by the Consortium's Joint Recommendations Committee.

**Strategy 2B Annual Output Measure:** Homebuyer services and assistance provided to **10 - 35** households.

## **Strategy 2B Outcomes and Indicators:**

Outcome #1      The household will succeed as a homeowner and be satisfied with homeownership over time.

Indicator #1      Survey of participating home owners at year 1 and year 5.

Outcome #2      The homeowner will build wealth/net worth by building equity in their home.

Indicator #2      King County property records at year 5 compared to year 1.

## **Strategy 2B HUD Community Planning and Development (CPD) Performance Measures:**

- **Objective: Decent Housing**
- **Outcome: Affordability**

## Strategy 2C

King County staff will work in partnership and/or coordination with Consortium City staff and community stakeholder organizations on the following activities. These activities do not have annual output or outcome goals, and will be reported on, as progress occurs, in narrative fashion.

- King County will support the creation of a range of affordable home ownership opportunities through zoning and incentive programs in all Consortium jurisdictions, such as impact fee waivers, density bonuses, inclusionary zoning and the allocation of surplus County or City property. County staff will provide technical assistance, as needed, to help Consortium cities meet Countywide Planning Policy (CPP) goals for affordable housing (See the Introduction Section of the plan for more information about the CPP).
- King County will support the Seattle-King County Coalition for Responsible Lending (“SKCCRL”) in combating the devastating effects of predatory lending in the King County region and in working with other organizations to coordinate efforts, such as the King County IDA Collaborative. King County will work with the Coalition to provide funds for predatory lending counseling and/or gap financing for eligible clients seeking a “rescue” loan who have been a victim of predatory lending and are at risk to lose their home.
- King County will support the acquisition and preservation of mobile home parks, when feasible, to protect low- and moderate-income mobile home owners who might otherwise be displaced due to redevelopment. King County will explore a comprehensive strategy to further extend the long-term affordability of mobile home parks that currently have an agreement with the County, including strategies to have parks owned by park residents.
- King County will work with special needs populations and stakeholders to develop homeownership opportunities for special needs households for whom home ownership is appropriate.
- King County will support the work of the King County Housing Authority to ensure that there are affordable ownership opportunities for low- and moderate-income households, especially Park Lake Homes tenants who are prepared for home ownership, in the Greenbridge HOPE VI project in White Center.
- King County will work with housing authorities and community agencies to provide targeted outreach to federally subsidized tenants and other low- to moderate-income tenants who are prepared to work towards the goal of achieving home ownership.
- King County may work with community stakeholders to plan for and support programs that reduce the cost of homeownership for low- to moderate-income households, such as land trusts, limited-equity co-ops, and sweat equity programs.

- King County may advocate for a waiver or regulatory change to enable the Consortium to assist low- to moderate-income condo owners with the payment of common area repair assessments that exceed regular homeowner dues and are unaffordable to the low- to moderate-income condo owner.
- King County may explore land banking for the acquisition of land on which to construct affordable ownership housing, especially land that is in an area targeted for future transit and/or slated for higher density development.
- King County may work with local housing authorities, other funders and financial institutions to explore the development of Section 8 homeownership program(s) in our region. A Section 8 homeownership program would work with households that are prepared to become homeowners to use a Section 8 voucher to help subsidize the purchase of a home rather than ongoing rent.

#### **Strategy 2C HUD Community Planning and Development (CPD) Performance Measures:**

- **Objective: Decent Housing**
- **Outcome: Availability/Affordability/Accessibility (Designation depends on goal of particular project).**

**Affordable Housing Objective #3: Fair Housing. Plan for and support fair housing strategies and initiatives designed to affirmatively further fair housing and increase access to housing, and to housing programs and services, for all low- to moderate-income households. King County staff may work with Consortium city staff and community stakeholder agencies on these fair housing strategies. These strategies do not have annual output or outcome goals, and will be reported on, as progress occurs, in narrative fashion.**

### **Strategy 3A:**

The King County Consortium will develop a new “Analysis of Impediments to Fair Housing Choice” (AI) in 2005, as well as a new “Fair Housing Action Plan.” The Consortium’s current Fair Housing Action Plan activities have been updated annually as we have learned about new fair housing issues from community agencies and fair housing enforcement agencies, but we are in need of a new comprehensive analysis and plan to guide our activities.

The major impediments identified in the Consortium’s current AI include:

#### **1. Housing Discrimination Impediments:**

- rental market discrimination, with the most notable discrimination occurring on the basis of race, national origin, disability and familial status;
- discriminatory financing in home ownership, including predatory lending, on the basis of race or national origin and sometimes age;
- discriminatory zoning issues and practices and discrimination by housing associations.

#### **2. Administrative Practice Impediments:**

- citizens have a hard time accessing fair housing rights information on a day-to-day basis;
- confusion about where to go for help with fair housing and where to send people for help;
- most cities do not have the capacity to have their own fair housing enforcement mechanism, yet this is where most discrimination occurs;
- sub-recipients<sup>13</sup> have not traditionally been monitored for fair housing compliance.

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<sup>13</sup> Sub-recipients are entities that are awarded funds for a project.



3. Inadequate supply of affordable housing for households at the lowest income levels

**Strategy 3A HUD Community Planning and Development (CPD) Performance Measures:**

- **Objective: Decent Housing**
- **Outcome: Accessibility**

**Strategy 3B:**

King County and the Consortium will continue to carry out initiatives and activities that further fair housing in the region as follows, until the new Fair Housing Action Plan is adopted:

1. Fair housing education and outreach, including improving access to housing:
  - King County staff will continue to work with community partners to disseminate fair housing information to the community and to community advocates who can help people get to the right agency for assistance.
  - King County staff will continue to support the Seattle-King County Coalition for Responsible Lending, a regional organization that works to stop discrimination in lending and predatory lending.
  - King County staff will continue to partner with civil rights enforcement agencies and community-based legal services agencies to conduct fair housing education forums for housing providers that receive funding through our programs, other housing providers, human services providers and city staff from the Consortium cities.
  - King County staff will explore effective means to provide outreach to the community about our programs and services that are directly accessible by the public, through culturally sensitive formats.
  - King County will work to increase access to housing for persons/households with special needs. King County staff will provide technical assistance to the WA State Division of Developmental Disabilities to increase access to affordable housing for clients on the State DDD caseload and will explore similar partnerships with other systems that serve special needs populations.
  - King County staff may work with community stakeholders to refine and/or develop efficient affordable housing search mechanisms that are sensitive to culture and language; that assist low- to moderate-income households in finding available units of affordable housing, in accessing applications for

such affordable housing in an efficient manner, and in locating housing units that are accessible to persons with a disability.

## 2. Fair Housing Forums, Conferences and Meetings

King County staff will continue to work with local civil rights enforcements offices and other community agencies to sponsor and attend fair housing conferences, and to notify city staff and community agency staff about opportunities to learn more about fair housing at conferences.

The King County Consortium will hold an annual meeting of the participating HOME cities to discuss the Fair Housing Action Plan.

The Consortium will support the goals of the Northwest Center for Universal Design Coalition (NWCUDC). The NWCUDC is a group of King County professionals and private citizens organized to promote universal design principals, products and processes into both private and public spaces, and into the overall environment. Universal Design is defined as “the design of products and environments to be useable by all people, to the greatest extent possible, without the need for adaptation or specialized design.” The Coalition’s goals include the following: 1) developing a strategic plan that prepares the Coalition to advocate for public policy changes pertaining to universal design; 2) retrofitting a home to showcase the elements and benefits of universal design; 3) bringing universal design features to public spaces; and 4) increasing public awareness of universal design.

## 3. Fair Housing Enforcement

King County will continue to support the King County Office of Civil Rights (KCOCR), which provides fair housing enforcement, as well as education and training; and, the Consortium will work with the WA State Human Rights Commission on enforcement issues in incorporated cities where the KCOCR does not have jurisdiction.

#### 4. Fair Housing Technical Assistance

King County staff will continue to provide fair housing technical assistance to housing providers, housing authorities, Consortium cities, agencies serving persons with disabilities and other service providers. This assistance often resolves potential fair housing issues and ensures that housing providers have adequate access to fair housing compliance information.

#### **Strategy 3B HUD Community Planning and Development (CPD) Performance Measures:**

- **Objective: Decent Housing**
- **Outcome: Accessibility**

## Goal Two: End Homelessness

There are four objectives under the goal of ending homelessness. They relate to 1) homeless prevention, 2) permanent housing, 3) homeless housing programs such as emergency and transitional housing operating support, and 4) regional planning and coordination.

**Goal Two Long-term Outcome(s) and Indicator(s):** King County and the Consortium will develop a long-term outcome(s) for our goal to end homeless in coordination with the outcomes that are being developed through our region-wide Continuum of Care planning body, the Committee to End Homelessness<sup>14</sup>. Long-term outcomes will relate to the prevention and reduction of homelessness, particularly the reduction of chronic homelessness in King County.

### **Homelessness Objective #1: Prevention. Support Programs that Prevent Homelessness.**

#### **Strategy 1A:**

Continue to allocate funds for the Consortium-wide Housing Stability Program, a program that provides grants, loans and counseling to households facing an eviction or foreclosure, and to households trying to secure the funds to move in to permanent rental housing. The Consortium will explore an amendment to the Consortium's Interlocal Cooperation Agreement in order to expand this program in 2006 and beyond.

Fund source(s): CDBG Public Services Funds.

Fund Amount: The Housing Stability Program will be held at the status quo amount of \$300,000 for the year 2005, pursuant to the existing Interlocal Agreement. The Consortium will explore amending the agreement and increasing the funding for this program in 2006, pursuant to the needs assessment portion of this plan and/or the Ten-Year Plan to End Homelessness.

<sup>14</sup> The Committee to End Homelessness in King County is the region-wide forum responsible for overseeing the Continuum of Care Plan, the Seattle-King County region's response to homelessness. The Committee was established by 8 founding members, including King County and representatives of the Consortium, and its membership represents not only various geographic areas of King County, but also various sectors of our community, including business, homeless people, the faith community, housing providers, and others in addition to government. In the fall of 2004, the Committee will release a "Ten Year Plan to End Homelessness in King County," which will lay out a vision and strategies for ending homelessness in King County by the year 2014. When the "Ten Year Plan" is published, it is incorporated by reference into this "Consolidated Plan." The objectives, strategies and outcomes defined in this section of the Consortium's Strategic Plan are consistent with the policy direction and priorities defined in the draft outline of the *Ten Year Plan*, and will contribute to the accomplishment of the system-wide outcomes that will be defined in that plan.

**Strategy 1A Annual Output Measure:** An average of **200** households will be served, with an increase in the number of households to be served that is proportionate to the increase in funding for this strategy in 2006 and beyond (if funding is expanded).

**Strategy 1A Short Term Outcome:** At least 75% of the households served remain stable in permanent housing.

**Strategy 1A Outcome Indicator:** Client ~~and landlord~~ interviews/surveys 6 months later.

**Strategy 1A HUD Community Planning and Development (CPD) Performance Measures:**

- **Objective: Decent Housing**
- **Outcome: Affordability**

**Strategy 1B:**

Support other initiatives and programs designed to prevent homelessness. No performance measures; progress will be reported on in narrative fashion as it occurs.

**Strategy 1C:**

Ensure that Consortium homelessness prevention initiatives and programs are consistent with the Ten Year Plan to End Homelessness to be adopted by the Committee to End Homelessness in 2004. No performance measures; progress will be reported on in narrative fashion as it occurs.

**Homelessness Objective #2: Permanent Housing. Support the creation of a range of permanent affordable housing options for homeless households.**

**Strategy 2A:**

Provide permanent supportive housing **for households with disabilities** through the Shelter Plus Care program, and through additional programs as opportunities arise.

**Strategy 2A Annual Output Measure:** Provide **464 units** of permanent supportive rental housing each year through Shelter Plus Care rental assistance and associated supportive services.

**Strategy 2A Short-term Outcome:** A majority of the households served will remain housed and increase their housing stability.

**Strategy 2A Outcome Indicator:** Number and percentage of households that remain permanently housed six (6) months after entering the Shelter Plus Care program as reflected in the Annual Progress Report (APR).

**Strategy 2B:**

Homeless Housing and Services Program funded with state-authorized 2163/1359 funds and other fund sources, as available, such as Veterans and Human Services Levy. Increase the number of permanent housing units available to homeless households through the provision of rental subsidies and support services that are linked to permanent housing.

**Strategy 2B Annual Output Measure:** Provide **250 homeless households** with rental assistance and/or housing support services.

**Strategy 2B Short-term Outcome:** A majority of the households served will remain housed and increase their housing stability.

**Strategy 2B Outcome Indicator:** Number and percentage of households that obtain permanent housing and remain permanently housed one year after obtaining housing.

### **Strategy 2CB:**

Coordinate with public housing funders, community-based organizations, housing organizations and other stakeholders to plan for a range of additional permanent housing units and options that serve very low-income households at 30% of AMI and below, and that are targeted to serve homeless households, including bunkhouses, SRO's and units that allow households to "transition in place". No performance measures; progress will be reported on in narrative fashion as it occurs. Please note, however, that Goal One has unit goals related to this strategy.

### **Strategy 2DC:**

Ensure that all initiatives and programs related to permanent supportive housing for the formerly homeless, and other forms of permanent housing targeted to homeless households are consistent with the Ten Year Plan to End Homelessness in King County. No performance measures; progress will be reported on in narrative fashion as it occurs.

**Homelessness Objective #3: Homeless Housing Programs. Provide programs and services to address the temporary housing needs and other needs of households when homelessness occurs.**

### **Strategy 3A:**

Allocate funds for emergency shelter and transitional housing programs for operations and maintenance, supportive services and rental assistance.

### **Strategy 3A Annual Outputs Measures:**

1. Provide **86,000 unit nights** ~~83,000 bednights~~ of emergency shelter annually.
2. Provide **140,000 unit nights of transitional housing** annually.

### **Strategy 3A Short-term Outcomes and Indicators:**

- |              |   |
|--------------|---|
| Outcome #1   | Homeless persons/households are safe and sheltered from the elements for the night.   |
| Indicator #1 | Each bednight represents another person safe and sheltered for the night.   |
| Outcome #2   | Shelters that house persons longer than 30 days and all transitional housing projects: Increase the housing stability of homeless |

households by helping them to move along the housing continuum into more stable housing.

Indicator(s) #2<sup>15</sup> A. Number and percentage of individuals and/or households who move from emergency shelter to transitional or permanent housing;

~~B. Number and percentage of individuals and/or households who maintain their stability by moving from transitional housing to other transitional housing (they are unable to find affordable permanent housing, but are not thrown back into the emergency shelter cycle);~~

C. Number and percentage of individuals and/or households who move from transitional housing to permanent housing, or who successfully “transition in place”<sup>16</sup>.

### **Strategy 3A HUD Community Planning and Development (CPD) Performance Measures:**

- **Objective: Suitable Living**
- **Outcome: Affordability/Accessibility for the purpose of creating suitable living environments.**

### **Strategy 3B:**

Ensure that all initiatives and programs related to the provision of emergency shelter and transitional housing are consistent with the Ten Year Plan to End Homelessness in King County

<sup>15</sup> These indicators may be used to set a baseline for long term outcomes in the future.

<sup>16</sup> See footnote 21 above.



**Homelessness Objective #4: Regional Planning and Coordination. The King County Consortium will approach homeless planning and coordination as a regional issue. King County will work with the Committee to End Homelessness, cities, mainstream systems, the Safe Harbors initiative, housing funders, community agencies, United Way, the private sector including business, and homeless people. The strategies below do not have annual output or outcome goals, and will be reported on, as progress occurs, in narrative fashion.**

**Strategy 4A:**

Ensure that all homeless projects and initiatives supported with local, state and federal funds are consistent with the vision, principles and recommendations of the Ten Year Plan to End Homelessness in King County, adopted by the Committee to End Homelessness in 2004, and any subsequent updates that may occur over the span of this 5-year Consolidated Plan.

**Strategy 4B:**

The Consortium will continue to provide leadership and participation in the countywide HUD Homeless Assistance (McKinney) Continuum of Care annual competitive funding round, or its successor.

**Strategy 4C:**

The Consortium will participate in efforts to improve the efficiency and accountability of the regional homeless service system, particularly through the Homeless Management Information System (Safe Harbors).

**Strategy 4D:**

The Consortium will work with other systems providing support services for persons at risk of homelessness (for example, the Mental Health system) to ensure state or federal legislative support for coordination of housing and support services.

## **Goal Three: Establish and Maintain a Suitable Living Environment and Expand Economic Opportunities for Low- and Moderate-Income Persons**

The three objectives relate to 1) improving the ability of human services agencies to serve our residents, 2) improving living conditions in low- and moderate-income neighborhoods and communities, and 3) expanding economic opportunities for low- and moderate-income persons.

There is no one overarching outcome for this community and economic development goal. Rather, there are separate outcome measures related to individual strategies within each of the three objectives.

**Community/Economic Development Objective #1: Human Services Agencies. Improve the ability of health & human service agencies to serve our low- to moderate-income residents effectively and efficiently.**

### **Strategy 1A:**

Make capital funds available for community facilities, in order to improve the capacity of health and human service agencies to provide priority human services to our low- to moderate-income residents effectively and efficiently. The Consortium will explore methods of more efficiently coordinating the allocation of funds for regional and/or sub-regional community facility projects.

Fund Sources: CDBG

**Strategy 1A Annual Output Measure:** Complete an average of **3** community facility capital projects.

**Strategy 1A Long-term Outcomes:** Human service facility providers will be able to 1) increase the amount or type of services they provide, and/or 2) increase the number of people they serve, and/or 3) increase the quality and/or accessibility (of the building as well as the geographic location) of service provision.

**Strategy 1A Outcome Indicators:** Agencies/providers will provide outcome data through project accomplishment reports.

### **Strategy 1A HUD Community Planning and Development (CPD) Performance Measures:**

- **Objective: Suitable Living Environment**
- **Outcome: Accessibility for the purpose of creating suitable living environments**

### **Strategy 1B:**

The Consortium will allocate funds for priority human services as identified in the needs analysis portion of the plan and as identified by Consortium jurisdictions. The Consortium will evaluate the Housing Stability Program and homelessness services for increase, in relation to other human services, for the 2006 funding cycle (See also Goal II, End Homelessness, Objective #1).

Fund Sources: CDBG Public Services funds and occasionally local funds.

**Strategy 1B Annual Output Measure:** Serve an average of **50,000** unduplicated persons.

**Strategy 1B Outcomes and Outcome Indicators:** Outcomes and outcome indicators for the various human service areas will be consistent with the King County Regional Outcomes Alignment Planning Process.

#### **Strategy 1B HUD Community Planning and Development (CPD) Performance Measures:**

- **Objective: Suitable Living Environment**
- **Outcome: Affordability/Accessibility for the purpose of creating suitable living environments**

**Community/Economic Development Objective #2: Low- and Moderate-Income Communities. Improve the living environment in low- & moderate-income neighborhoods/communities in accordance with jurisdictions' adopted Comprehensive Plans and the Countywide Planning Policies.**

**Objective #2 Outcome:** The community is a healthier and/or safer place to live, and/or has more amenities, including increased geographic accessibility for low- and moderate-income communities and increased physical accessibility for persons with disabilities.

**Objective #2 Outcome Indicator:** Project-specific accomplishment reports will be used to gather data after the project has been completed and there has been an adequate amount of time to assess the impacts of the project on health, safety and/or increased amenities for the community.

### **Strategy 2A:**

Make CDBG capital funds available for high priority public infrastructure improvements and/or park facility needs, including accessibility improvements, in a range of low- to moderate-income areas of the Consortium.

**Strategy 2A Annual Outputs:** Complete an average of **3** public infrastructure/park facility projects.

**Strategy 2A HUD Community Planning and Development (CPD) Performance Measures:**

- **Objective: Suitable Living Environment**
- **Outcome: Affordability for the purpose of creating suitable living environments**

**Strategy 2B:**

Revitalize deteriorated areas with high rates of poverty in the Consortium.

King County has developed a Neighborhood Revitalization Strategy Area (NRSA) for the White Center neighborhood in unincorporated King County, which has the highest poverty rate in the county. The White Center NRSA is appended to the Consolidated Plan at Appendix L.

~~In particular, King County will work with the White Center community, and build on the efforts of KCHA and the redevelopment of Park Lake Homes (now Greenbridge) to develop a Neighborhood Revitalization Strategy (NRS) for this area, which has the highest poverty rate in the County.~~

The Consortium will explore whether there are other high poverty areas that may benefit from a NRSA and whether there are human services needs that are specific to NRSA neighborhoods.

Consortium cities will lead the process of exploring whether there are any areas within their jurisdiction that may benefit from a NRSA. The Consortium may develop a work group to identify and develop NRSA plans.

**Strategy 2B Outputs and Outcomes:** will be determined independently for each NRSA developed. Outcomes may include increases in property values, safer streets, less crime, etc.

**Strategy 2B HUD Community Planning and Development (CPD) Performance Measures:**

- **Objective: Economic Opportunity**

- **Outcome: Sustainability**

### **Strategy 2C:**

Assist small and/or economically disadvantaged businesses that are located in predominantly low- to moderate-income communities, or that are combating blight, to rehabilitate and/or improve commercial property to benefit the surrounding community and/or remove blight. These projects may or may not be connected with a NRS.

Fund Sources: Federal CDBG; leveraged private investments.

**Strategy 2C Annual Output:** Improve an average of **4** commercial properties.

**Strategy 2C Outcome:** The surrounding low- to moderate-income neighborhood is improved by having better commercial services and shopping opportunities available to it, or by having blight removed.

**Strategy 2C Outcome Indicator:** Property values of the commercial property and/or the surrounding neighborhood increase.

### **Strategy 2C HUD Community Planning and Development (CPD) Performance Measures:**

- **Objective: Economic Opportunity**
- **Outcome: Sustainability**

<b>Community/Economic Development Objective #3: Economic Opportunities. Expand economic opportunities for low- and moderate-income persons.</b>
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This objective will be carried out pursuant to the following principles:

The strategies under this objective will be consistent with the regional economic development vision contained in the updated Countywide Planning Policies.

Assistance to for-profit businesses will be provided in a manner that maximizes public benefits, minimizes public costs, minimizes direct financial assistance to the business and provides fair opportunities for all eligible businesses to participate.

### **Strategy 3A:**

Assist businesses that provide services to predominantly low to moderate-income communities and/or businesses that to create or retain jobs for low- and to moderate-income persons, by providing: 1) technical assistance, and/or 2) CDBG loans and loan guarantees.

Fund Sources: Federal CDBG, and occasionally local government funds.

**Strategy 3A Outputs and Outcomes:** This strategy does not have annual goals, and will be reported by narrative in the CAPER as opportunities arise. See related benchmarks in the White Center NRSA, Appendix L.

~~**Strategy 3A Annual Output Measures:** Assist an average of 20 businesses, at least 15 of which are small and/or economically disadvantaged.~~

~~**Strategy 3A Outcome:** Employment opportunities are created or retained for 100<sup>17</sup> or more low to moderate income persons by 2009.~~

~~**Strategy 3A Indicator:** Number of full-time equivalent jobs created or retained.~~

#### **Strategy 3A HUD Community Planning and Development (CPD) Performance Measures:**

- **Objective: Economic Opportunity**
- **Outcome: Sustainability**

#### **Strategy 3B:**

~~Assist low to moderate income persons in obtaining living wage jobs, through the provision of job training and placement and other employment services (i.e., peer support programs, counseling, childcare, transportation, etc.).~~

~~Fund Sources: Federal CDBG, EPA, occasionally state and local government funds.~~

~~**Strategy 3B Outputs and Outcomes:** This strategy does not have annual output goals. Outcomes and outcome indicators will be consistent with the King County Regional Outcomes Alignment Planning Process.~~

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<sup>17</sup> This is an average of 20 jobs per year retained or created, but the annual figure may vary greatly. Some years there will be fewer, but in other years we will have opportunities to create/retain a much larger number of jobs through the provision of CDBG interim (float) loans or Section 108 loan guarantees.

## Resources Available to Address the Goals of the Consolidated Plan

### Revenue Outlook for 2005-2009

An approximation of the amount that the Consortium will receive on an annual basis through the federal entitlement programs is listed below. These amounts can vary from year to year, and are subject to annual appropriation by Congress. For the 2004 budget year, for example, the Consortium received fewer CDBG funds than anticipated.

<u>Entitlement Program</u>	<u>Average Amount Per Year</u>
Community Development Block Grant	<b>\$7,000,000</b>
HOME Investment Partnership	<b>\$4,500,000</b>
American Dream Down Payment Initiative	<b>\$330,000</b>
Emergency Shelter Grant Program	<b>\$200,000</b>
<hr/>	
Total Federal Entitlement Programs (Average)	<b>\$11,700,000</b>

In addition to the federal entitlement program funds made available to the Consortium, the King County Housing and Community Development Program administers other federal, state and local funds to address the goals established in the *Consolidated Plan*:

<u>Fund Source</u>	<u>Average Amount Per Year</u>
Housing Opportunity Fund <sup>18</sup>	<b>\$1,000,000</b>
Regional Affordable Housing Program <sup>19</sup>	<b>\$2,300,000</b>
McKinney Homeless Assistance Programs <sup>20</sup> :	
• Shelter Plus Care	<b>\$4,000,000</b>
• Supportive Housing Program	<b>\$844,000</b>
Transitional Housing Operating and Rental Assistance Program (THOR) <sup>21</sup>	<b>\$1,000,000</b>
<hr/>	
Total Other Fund Sources (Average)	<b>\$9,144,000</b>
Administered by King County to Support Consolidated Plan Objectives	

<sup>18</sup> This is a local King County fund that is appropriated annually by the Metropolitan King County Council and can vary greatly from year to year.

<sup>19</sup> This is local fund source that is administered by King County pursuant to an interlocal agreement between the County and the cities who choose to participate, including the City of Seattle.

<sup>20</sup> McKinney funds are applied for annually in a competitive process. Seattle and King County apply together for the region.

<sup>21</sup> State funds for operating support to transitional housing projects that serve homeless families and temporary rental assistance subsidies in private market housing for homeless families.

While the annual revenue that the Consortium administers is helpful in addressing the broad goals of the Consolidated Plan, it is not adequate to meet all of the needs of low- to moderate-income residents in our region. In order to allocate limited resources to address broad goals for the region, the Consortium will follow the following principles:

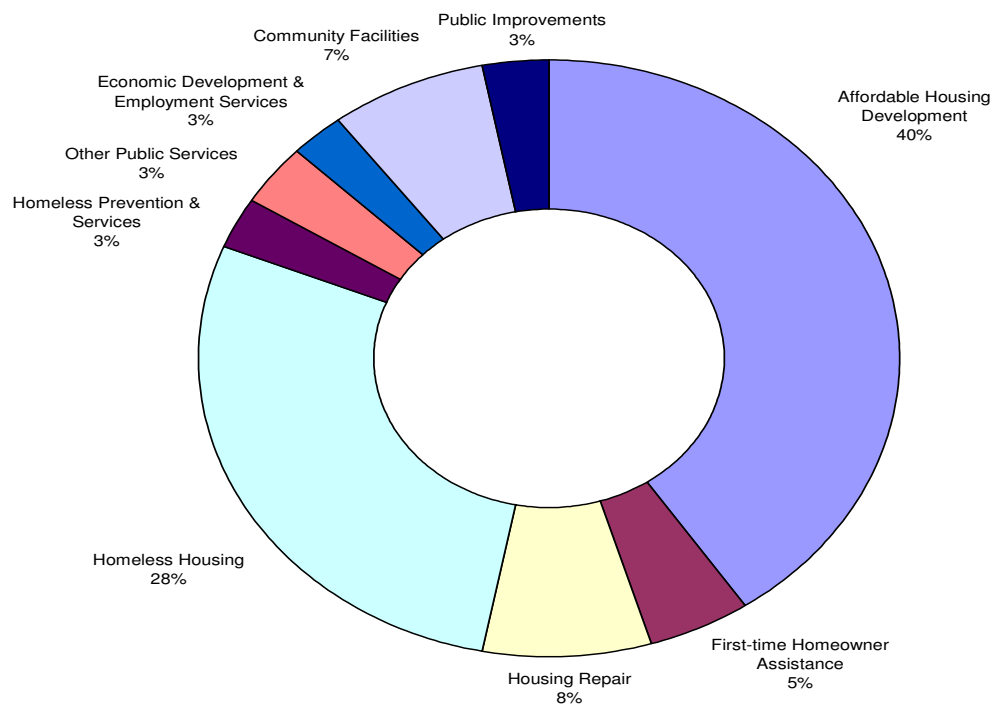
Scarce resources will be used to address the most pressing priorities of the King County Consortium, as identified in the “Key Findings” section, and as developed in the objectives and strategies of the “Strategic Plan” section.

The King County Countywide Planning Policies (CPPs) provide overall direction to the housing and community development efforts of the King County Consortium. Pursuant to the CPPs, the Needs Assessment and the “Key Findings” section of this plan, the Consortium will work towards achieving a balance of affordable housing and economic opportunities throughout the urban growth areas of King County, such that all sub-areas have an adequate continuum of affordable housing types, a suitable living environment and economic opportunities (see the Introduction to this Plan for more information about the CPPs).

The Consortium will strive to increase regional collaboration in the implementation of the strategies that we have adopted to reach our goals and objectives.



## Current Distribution of Federal, State and Local Funds Administered by the Consortia and King County by Activity for 2004



### Description of Chart Labels:

**Affordable Housing Development** is capital funds utilized for the development of affordable housing from CDBG, HOME, King County Housing Opportunity Fund, Regional Affordable Housing Program and some local King County Developmental Disabilities Division and King County Mental Health funds.

**First-time Home Owner Assistance** is HOME and American Dream Downpayment Initiative (ADDI) funds utilized for first-time home buyer activities.

**Housing Repair** is HOME and CDBG funds utilized for the home repair program.

**Homeless Housing** is funds utilized for the operations and maintenance of transitional housing, shelters and permanent supportive housing including ESG, CDBG, McKinney Homeless Assistance Programs: Shelter Plus Care and Supportive Housing Program, THOR, and some local County funds.

**Homeless Prevention and Services** is CDBG funds for the consortium-wide Housing Stability Program (homeless prevention) as well as individual homeless prevention/services projects.

**Other Public Services** is CDBG funds for public services other than homeless prevention and homeless services.

**Economic Development & Employment Services** is CDBG funds for job training and counseling and economic development.

**Community Facilities** is CDBG funds for community facilities such as neighborhood centers.

**Public Improvements** is CDBG funds for public infrastructure projects such as sewer improvements.